



**Government of the District of Columbia**  
Anthony A. Williams, Mayor

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# **Office of the Deputy Mayor for Planning and Economic Development**

## **Strategic Business Plan**

**FY 2004-2005**

**Office of the Deputy Mayor for  
Planning and Economic Development**

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## Agency Mission

The mission of the Office of the Deputy Mayor for Planning and Economic Development is to provide specialized, strategic economic development assistance, including financing, program and policy development and inter-agency coordination services to businesses, developers and community stakeholders so they can pursue ventures that revitalize neighborhoods, expand and diversify the local economy and provide economic opportunity for District residents.

## Issue Statements

1. Because of the District's restricted tax base, with 42% of the land not taxable because of Federal or nonprofit use and the inability of the District to tax all of income earned here, it is imperative that District Government promote policies and activities that diversify the local economy and increase the local tax base.
2. Improvements in local government services, quality of life and public perception of the District of Columbia, coupled with other factors such increased suburban traffic congestion, have lead to an increased demand for housing, resulting in rising home prices and rents that make it difficult for low and moderate income families to find affordable housing in the District.
3. In order to attract and retain residents, strengthen the local tax base, provide jobs to District residents and continue the revitalization of our neighborhoods, the District must both promote the redevelopment of traditional neighborhood commercial corridors and continue to attract more national retailers, such as Home Depot and Target.
4. There is a vital need to increase the earning power District residents and businesses, allowing them to fully participate in the economic growth of the District, support their families and create additional employment opportunities.

## Strategic Result Goals

### **Strategic Result Goal #1**

- By September 30, 2006, the District will have a minimum of 10 organized neighborhood business districts participating in the DC Main Streets program, designed to improve and market neighborhood commercial corridors.

### **Strategic Result Goal #2**

- By September 30, 2006, DMPED will have acquired and offered for redevelopment a minimum of 175 units of vacant and abandoned housing in strategic neighborhoods through the Home Again program.

### **Strategic Result Goal #3**

- By September 30, 2005, DMPED will have concluded and presented to Council financing and development plans for a convention center hotel and redevelopment of the existing 10-acre existing convention center site.

### **Strategic Result Goal #4**

- By September 30, 2005, DMPED will have provided reduced cost lease space for at least 7 high technology businesses in the NoMa area.

### **Strategic Result Goal #5**

- By September 30, 2005, DMPED, working with NCRC and DHCD will have structured and presented to Council a redevelopment plan for a shopping center east of the Anacostia River.

### **Strategic Result Goal #6**

- By 2012, attract 100,000 new residents to the District of Columbia.

## Program and Activity Structure

### **PROGRAMS**

- I. Deputy Mayor For Economic Development
- II. Agency Management Program

#### **I. PROGRAM: DEPUTY MAYOR FOR PLANNING & ECONOMIC DEVELOPMENT**

- A. **ACTIVITY: Agency Oversight/Support**
  - 1) Service: Council Consultations and Responses
  - 2) Service: Legislative proposals
  - 3) Service: Testimonies
  - 4) Service: Research, Data, Reports
  - 5) Service: Advice/Answers to questions
  - 6) Service: Federal Collaboration
  - 7) Service: Monthly Agency Performance Evaluations
  - 8) Service: Agency corrective action plans
  - 9) Service: Responses to Information Requests
  - 10) Service: Budget Requests
  - 11) Service: Contract reviews
  - 12) Service: Ad hoc agency and individual appeal decisions
  - 13) Service: Policy Decisions/Decision Memos
  - 14) Service: Operating Plan Reviews
  - 15) Service: Budget Analyses
  - 16) Service: Document Reviews
  - 17) Service: Committee Participation
- B. **ACTIVITY: Community Outreach/Constituent Services**
  - 1) Service: Constituents Calls
  - 2) Service: Correspondence
  - 3) Service: Constituent Performance Reports
  - 4) Service: Constituent Meetings & Referrals
  - 5) Service: Community Meetings
  - 6) Service: Public Education Materials
  - 7) Service: Media Interviews & Responses
- C. **ACTIVITY: Economic Development Financing**
  - 1) Service: Grants
  - 2) Service: Loans
  - 3) Service: Property
  - 4) Service: Tax incentives, including abatements, credits, exemptions, etc.
  - 5) Service: Tax Increment Financing (TIF)
  - 6) Service: Marketing and educational forums
  - 7) Service: Consultations and technical assistance
- D. **ACTIVITY: reSTORE DC**
  - 1) Service: DC Main Streets
  - 2) Service: Technical assistance
  - 3) Service: Matching grants for commercial property acquisition
  - 4) Service: Small business development assistance

E. ACTIVITY: **Home Again**

- 1) Service: Acquisition of vacant properties in targeted neighborhoods
- 2) Service: Pre-qualify developers
- 3) Service: Disposition of properties to pre-qualified developers
- 4) Service: Monitor renovation and sale to homeowners

F. ACTIVITY: **Technology Initiative**

- 1) Service: Space leases
- 2) Service: Loans for security deposits
- 3) Service: Marketing and educational forums
- 4) Service: Consultations and technical assistance

G. ACTIVITY: **Public/Private Partnerships**

- 1) Service: Marketing materials
- 2) Service: Business surveys
- 3) Service: Grants
- 4) Service: Conferences
- 5) Service: Task forces
- 6) Service: Studies/reports

## Program and Activity Structure (Continued)

### II. PROGRAM: AGENCY MANAGEMENT PROGRAM

- A. ACTIVITY: **Personnel** *[Soar Activity Level # 1010]*
  - 1) Service: Workforce Plans
  - 2) Service: Candidate Selection Recommendations
  - 3) Service: Recruitment Plans
  - 4) Service: Job Postings
  - 5) Service: Job Analyses and Classification
  - 6) Service: Personnel Policy Interpretations
  - 7) Service: Personnel Policy Recommendations
  - 8) Service: Legal and Regulatory Interpretations
  - 9) Service: Personnel Policy and Procedure Updates
  - 10) Service: Employee Complaint/Grievance Investigation Reports
  - 11) Service: Grievance Hearings
  - 12) Service: Employee Interviews
  - 13) Service: Benefit Consultations
  - 14) Service: Employee Inquiry Responses
  - 15) Service: Organization Development Facilitations and Consultations
  - 16) Service: Other
  
- B. ACTIVITY: **Financial Services** *[Soar Activity Level # 1050]*
  - 1) Service: Agency Budget (Operating and Capital Grants, intra-District) Development and Monitoring
  - 2) Service: Revenue and Expenditures Tracking Reports
  - 3) Service: Revenue and Expenditure Estimates (FRP)
  - 4) Service: Annual Financial Report
  - 5) Service: Capital Project/Grant Closeouts
  - 6) Service: Grant Management/Allocations
  - 7) Service: Budget Variance Analyses
  - 8) Service: Budget Change Requests
  - 9) Service: Fund Certifications
  - 10) Service: Activity Management
  - 11) Service: Other
  
- C. ACTIVITY: **Performance Management**
  - 1) Service: Agency Strategic Business Plans (Biennial)
  - 2) Service: Performance Contracts (Annual)
  - 3) Service: Monthly Performance Reports
  - 4) Service: Performance Accountability Plans (Incorporated into Budget)
  - 5) Service: Scorecards
  - 6) Service: Neighborhood Cluster Database
  
- D. ACTIVITY : **Risk Management** *[Soar Activity Level # 1055]*
  - 1) Service: Risk Assessments
  - 2) Service: Risk Mitigation Plans
  - 3) Service: Risk Reduction Policies
  - 4) Service: Incident Analyses
  - 5) Service: Risk Mitigation Plan Audits
  - 6) Service: Other

E.    **ACTIVITY: Training and Employee Development** *[Soar Activity Level # 1015]*

- 1)   Service: Training Classes, Seminars and Workshops
- 2)   Service: Occupational Certification Sessions
- 3)   Service: Computer-based Training Sessions
- 4)   Service: Tracking System
- 5)   Service: Internal Educational Consulting Sessions
- 6)   Service: Employee Handbooks
- 7)   Service: Training Assessments
- 8)   Service: Program Management (Special Programs)
- 9)   Service: Other



## Program Purpose Statements and Results

### Deputy Mayor for Planning & Economic Development Program<sup>1</sup>

The Deputy Mayor for Planning & Economic Development program primarily supports the Citywide Strategic Priority area of Promoting Economic Development. The purpose of the Deputy Mayor for Planning & Economic Development program is to provide specialized, strategic economic development assistance, including financing, program and policy development and inter-agency coordination services to businesses, developers and community stakeholders so they can pursue ventures that revitalize neighborhoods, expand and diversify the local economy and provide economic opportunity for District residents.

#### **Key Result Measures:**

1. Percent of agency performance contract targets achieved (FY04 target: 75%; FY05 target: 75%)
2. Percent of constituent calls acknowledged within the District's customer service standards (FY04 target: 90%; FY05 target: 95%)
3. Percent of constituent letters acknowledged within the District's customer service standards (FY04 target: 70%; FY05 target: 80%)
4. Percent of constituent correspondence closed within specified time period (FY04 target: 75%; FY05 target: 75%)
5. Ratio of private funds leveraged with public funds through Economic Development Financing projects (FY04 target: 200 to 1; FY05 target: 225 to 1)
6. Ratio of private funds leveraged with public funds through *reSTORE DC* (FY04 target: 3 to 7; FY05 target: 5 to 7)
7. Number of properties caused to be redeveloped through the Home Again program (FY04 target: 175; FY05 target: 200)
8. Number of District businesses surveyed regarding retention/expansion plans and District business climate factors (FY04 target: 300; FY05 target: 500)

### Agency Management Program

The Agency Management Program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Agency Management program is to provide the operational support to the agency so they have the necessary tools to achieve operational and programmatic results.

#### **Key Result Measures:**

1. Dollars saved by agency-based labor management partnership project(s) (FY04 target: TBD; FY05 target: TBD)
2. Percent variance of estimate to actual expenditure (FY04 target: <5%; FY05 target: <5%)
3. Cost of Risk (FY04 target: TBD; FY05 target: TBD)
4. Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression (FY04 target: 4; FY05 target: 4)
5. Percent of Key Result Measures Achieved (FY04 target: 70%; FY05 target: 70%)

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<sup>1</sup> The agency Key Result Measures reflect updates agreed upon during the FY 2005 budget development process. Please refer to the agency's budget chapter in the FY 2005 Proposed Budget and Financial Plan for details regarding specific Key Result Measures.

## Activity Purpose Statements and Performance Measures

PROGRAM	Deputy Mayor for Planning & Economic Development
Activity	Agency Oversight and Support
Activity Purpose Statement	The purpose of the agency oversight and support activity is to monitor agency performance and provide resources or direction to Mayoral agencies so they can overcome obstacles and achieve their strategic goals.
Services that Comprise the Activity	Council Consultations and Responses Legislative proposals Testimonies Research, Data, Reports Advice/Answers to questions Federal Collaboration Monthly Agency Performance Evaluations Agency corrective action plans Responses to Information Requests Budget Requests Contract reviews Ad hoc agency and individual appeal decisions Policy Decisions/Decision Memos Operating Plan Reviews Budget Analyses Document Reviews Committee Participation
Activity Performance Measures (Target & Measure)	<b>Results:</b> <i>(Key Result Measures Italicized)</i> % of agency performance contract targets achieved (FY04 target: 75%; FY05 target: 75%) <b>Outputs:</b> Number of corrective action plans developed <b>Demand:</b> Cumulative monthly total of agency monthly targets not met <b>Efficiency:</b> Person hours in office per corrective action plan
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	
FY 2005 Budget (Gross Funds)	\$625,857
FTE's	5.3

<b>PROGRAM</b>	<b>Deputy Mayor for Planning &amp; Economic Development</b>
<b>Activity</b>	<b>Community Outreach/Constituent Services</b>
Activity Purpose Statement	The purpose of the Constituent Services activity is to provide information and referrals to constituents so that the specific issues that they raise are resolved by the appropriate public safety cluster agency in accordance with District customer service standards.
Services that Comprise the Activity	Constituents Calls Correspondence Constituent Performance Reports Constituent Meetings & Referrals Community Meetings Public Education Materials Media Interviews & Responses
Activity Performance Measures (Target & Measure)	<p><b>Results:</b> <i>(Key Result Measures Italicized)</i>  <i>% of constituent calls acknowledged within District's customer service standards (FY04 target: 90%; FY05 target: 95%)</i>  <i>% of constituent letters acknowledged within District's customer service standards (FY04 target: 70%; FY05 target: 80%)</i>  <i>% of constituent correspondence closed within specified time period (FY04 target: 75%; FY05 target: 75%)</i>  <i>Rating of 4-5 on all four telephone service quality criteria:</i>  <i>1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression (FY04 target: 4; FY05 target: 4)</i></p> <p><b>Outputs:</b>            Number of constituent letters of phone calls acknowledged.            Number of Council issues responded to.</p> <p><b>Demand:</b>            Total number of constituent letters of phone calls received            Total number of Council issues received</p> <p><b>Efficiency:</b>            Cost per response</p>
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	Shawn Laster, Office Manager
FY 2005 Budget (Gross Funds)	\$311,533
FTE's	4

<b>PROGRAM</b>	<b>Deputy Mayor for Planning &amp; Economic Development</b>
<b>Activity</b>	<b>Economic Development Financing</b>
Activity Purpose Statement	The purpose of the Economic Development Financing activity is to provide gap financing and other economic assistance services to businesses in order to leverage private sector investment in neighborhood retail, commercial, employment and housing opportunities for District residents.
Services that Comprise the Activity	Loans Grants Property Tax incentives, including abatements, credits, exemptions, etc. Tax Incremental Financing Land write down when disposing of property Marketing and educational forums Consultations and technical assistance
Activity Performance Measures (Target & Measure)	<p><b>Results:</b> <i>(Key Result Measures Italicized)</i>  <i>\$ ratio of private funds leveraged with public funds through Economic Development Financing (FY04 target: \$200 of private capital raised for every \$1.00 of public funds; FY05 target: \$225:1)</i>            jobs created and retained            dollar value of increase in property, income, and sales tax base            dollar value of contract commitments to LSDBEs (local small and disadvantaged business enterprises)</p> <p><b>Outputs:</b>            Dollars invested            # of loans provided            # of grants provided            # of applications and requests reviewed            # of marketing and educational forums</p> <p><b>Demand:</b>            # of applications and requests received            # of properties disposed of</p> <p><b>Efficiency:</b>            \$ private investment per dollar expended</p>
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	Michael Hodge, Dir. Industrial Revenue Bond Program; Stephen Green, Special Assistant
FY 2005 Budget (Gross Funds)	\$4,733,773
FTE's	8.2

<b>PROGRAM</b>	<b>Deputy Mayor for Planning &amp; Economic Development</b>
<b>Activity</b>	<b>reSTORE DC</b>
Activity Purpose Statement	The purpose of the reSTORE DC activity is to provide training sessions, technical assistance consultations, research papers, publications, conferences and limited financial support to community-based organizations so they can help to retain, expand and attract retail stores and small businesses that employ District residents in neighborhood business districts.
Services that Comprise the Activity	<ul style="list-style-type: none"> <li>▪ DC Main Streets (training sessions, technical assistance consultations, matching grants, publications, research papers, conferences)</li> <li>▪ Commercial Development Technical Assistance Program (training, technical assistance and small matching grants)</li> <li>▪ Commercial Property Acquisition &amp; Development (matching grants)</li> <li>▪ Small Business Development Program (research, information, training sessions, technical assistance consultations and matching grants)</li> </ul>
Activity Performance Measures (Target & Measure)	<p><b>Results:</b> <i>(Key Result Measures Italicized)</i>  <i>\$ ratio private funds leveraged with public funds through reStore DC (FY04 target:\$3.00 of private funds raised for every \$7.00 of public funds;FY05 target: \$5:7)</i>            jobs created and retained            dollar value of increase in property tax base            dollar value of contract commitments to LSDBEs (local, small and disadvantaged business enterprises)</p> <p><b>Outputs:</b>            Dollars invested            # of grants awarded            # of applications and requests reviewed            # of technical assistance consultations provided            # of training sessions produced            # of research papers delivered            # of publications provided            # of conferences produced</p> <p><b>Demand:</b>            # of applications and requests received            # of corporations chartered</p> <p><b>Efficiency:</b>            \$ private investment per dollar expended</p>
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	John McGaw, Special Assistant
FY 2005 Budget (Gross Funds)	\$975,112
FTE's	6

<b>PROGRAM</b>	<b>Deputy Mayor for Planning &amp; Economic Development</b>
<b>Activity</b>	<b>Home Again</b>
Activity Purpose Statement	The purpose of the Home Again Initiative is to reduce slum and blight by renovating vacant and abandoned homes. The Initiative also promotes homeownership by selling the renovated homes to new homeowners.
Services that Comprise the Activity	Acquire vacant and abandoned properties in targeted neighborhoods. Pre-approve qualified developers. Sell bundles of properties to pre-qualified developers. Ensure that properties are renovated and sold to new homeowners.
Activity Performance Measures (Target & Measure)	<p><b>Results:</b> <i>(Key Result Measures Italicized)</i>  # of properties caused to be redeveloped through Home Again program (FY04 target: 175; FY05 target: 200)  # of properties acquired by the Initiative.  # of properties sold to pre-qualified developers.  # of properties renovated by pre-qualified developers.  # of properties renovated by current owners that were targeted for acquisition by the Initiative.  # of developers who are pre-qualified.</p> <p><b>Outputs:</b>  # of properties acquired by the Initiative.  # of properties renovated by pre-qualified developers.  # of vacant properties renovated by current owners that were targeted for acquisition by the Initiative.  # of low- and moderate-income families who purchase their own Home Again home.  Dollar value of increase in property and income tax base.</p> <p><b>Demand:</b>  # of developers who apply to be pre-qualified.  Decrease in the number of vacant and abandoned properties in the targeted neighborhoods.</p> <p><b>Efficiency:</b>  The amount of time it takes the Initiative to acquire a vacant and abandoned property.  The amount of time it takes to sell a bundle of properties to a pre-qualified developer.</p>
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	Stephen Green, Special Assistant; Howard Ways, Strategic Neighborhood Investment Program Coordinator
FY 2005 Budget (Gross Funds)	\$649,371
FTE's	4

<b>PROGRAM</b>	<b>Deputy Mayor for Planning &amp; Economic Development</b>
<b>Activity</b>	<b>Technology Initiative</b>
Activity Purpose Statement	The purpose of the technology initiative activity is to promote and support the tech industry in DC and implement the affordable facilities provisions of the New Economy Transformation Act of 2000 by offering leases and loans to qualified high tech companies so they can grow their business in DC.
Services that Comprise the Activity	<ul style="list-style-type: none"> <li>▪ Provide leases to qualified high tech companies.</li> <li>▪ Provide loans to meet security deposit requirements of qualified high tech companies.</li> <li>▪ Assist tech companies seeking to do business in DC or access NET 2000 incentives and programs through consultations and technical assistance.</li> <li>▪ Promote the tech industry in DC and the NET 2000 incentives and programs through marketing; organizing, sponsoring and participating in educational and industry forums; and participating in other industry liaison activities including but not limited to work with the DC Tech Council and the Digital Capital Alliance.</li> <li>▪ Assist and respond to non-profits and other tech entities seeking our support or participation in federal or other grants for tech initiatives benefiting DC.</li> </ul>
Activity Performance Measures (Target & Measure)	<p><b>Results:</b> <i>(Key Result Measures Italicized)</i> Retain 16 tech companies by providing them loans to meet security deposit requirements in commercial office space.</p> <p><b>Outputs:</b> # of leases provided # of loans provided # of applications, requests and inquiries reviewed or answered # of forums organized or attended, marketing materials produced, meetings organized or attended # of grant inquiries or requests reviewed or supported</p> <p><b>Demand:</b> # of applications, inquiries and requests received # of forum sponsorship or participation requests received # of grant requests received</p> <p><b>Efficiency:</b> jobs created or retained as a % of total loan amounts jobs created or retained as a % of subsidized leases</p>
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	Judith Greenberg, Special Assistant
FY 2005 Budget (Gross Funds)	\$162,641
FTE's	0.9

<b>PROGRAM</b>	<b>Deputy Mayor for Planning &amp; Economic Development</b>
<b>Activity</b>	<b>Public/Private Partnerships</b>
Activity Purpose Statement	The purpose of the Public/Private Partnership activity is to provide organized structures for collaboration, exchange of information and sharing of resources to key business and community groups so they can effectively participate in the formulation and implementation of District economic development priorities.
Services that Comprise the Activity	Marketing materials Business surveys Grants Conferences Task forces on specific issues Studies, reports
Activity Performance Measures (Target & Measure)	<p><b>Results:</b> <i>(Key Result Measures Italicized)</i>  <i># of District businesses surveyed regarding retention/expansion plans and District business climate factors (FY04 target: 300; FY05 target: 500)</i>  # of requests for assistance fulfilled  # of marketing sheets/ads produced or placed  # of promotional conferences/meetings sponsored or attended  % of other funds leveraged with District public funds</p> <p><b>Outputs:</b>  Dollars invested  # of business surveys  # of stakeholder meetings sponsored or attended  # of studies/reports produced  # of marketing pieces produced  # of business and community groups engaged</p> <p><b>Demand:</b>  # of business inquiries received  Dollar amount of grant requests received</p> <p><b>Efficiency:</b>  \$ private investment leveraged per dollar expended</p>
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	ElChino Martin, Chief of Staff; Susan Linsky, Special Assistant
FY 2005 Budget (Gross Funds)	\$13,371,979 (the bulk of these funds are a pass-thru to the Business Improvement Districts (BIDs))
FTE's	1.7



<b>PROGRAM</b>	<b>Agency Management Program</b>
<b>Activity</b>	<b>Personnel</b>
Activity Purpose Statement	The purpose of the personnel activity is to provide human resources services to department management so they can hire, manage, and retain a qualified and diverse workforce.
Services that Comprise the Activity	Workforce Plans Candidate Selection Recommendations Recruitment Plans Job Postings Job Analyses and Classification Personnel Policy Interpretations Personnel Policy Recommendations Legal and Regulatory Interpretations Personnel Policy and Procedure Updates Employee Complaint/Grievance Investigation Reports Grievance Hearings Employee Interviews Benefit Consultations Employee Inquiry Responses Organization Development Facilitations and Consultations Other
Activity Performance Measures (Target & Measure)	<p><b>Results:</b> <i>(Key Result Measures Italicized)</i>  2% <u>DMPED</u> vacancy rate DMPED vacancy rate will be calculated quarterly.  The formula to calculate=# of vacant authorized <u>DMPED</u> positions/# of authorized <u>DMPED</u> positions.]  5% reduction in <u>(agency)</u> employee turnover rate as compared with FY 2001 baseline data.  Formula to calculate data =  <u># of CFT and TFT (agency) employees who leave the agency within a fiscal year</u>  <u># of CFT and TFT (agency) employees authorized in the fiscal year</u></p> <p><b>Outputs:</b>  # of employees (FTEs) supported</p> <p><b>Demand:</b>  # of authorized FTE positions in <u>(agency)</u> budget</p> <p><b>Efficiency:</b>  total personnel costs per FTE</p>
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	Shawn Laster, Office Manager
FY 2005 Budget (Gross Funds)	\$129,072
FTE's	1

<b>PROGRAM</b>	<b>Agency Management Program</b>
<b>Activity</b>	<b>Financial</b>
Activity Purpose Statement	The purpose of the financial services activity is to provide financial and budgetary information to department program/administrative units in order to ensure the appropriate collection/allocation, utilization and control of city resources.
Services that Comprise the Activity	Agency Budget (Operating and Capital Grants, intra-District) Development and Monitoring Revenue and Expenditures Tracking Reports Revenue and Expenditure Estimates (FRP) Annual Financial Report Capital Project/Grant Closeouts Grant Management/Allocations Budget Variance Analyses Budget Change Requests Fund Certifications Activity Management Other
Activity Performance Measures (Target & Measure)	<b>Results:</b> <i>(Key Result Measures Italicized)</i> % variance of estimate to actual expenditure (FY04 target: <5%; FY05 target: <5%) 5% variance of estimate to actual revenue 10% expenditure variance by program agency wide 90% of <i>(agency)</i> program managers who stay within their fiscal year budget 90% of external audit findings resolved within 60 calendar days 70% of internal audit findings resolved within 90 calendar days <b>Outputs:</b> # of monthly reports sent to program managers within established timeframes # of capital projects closed # of grants billed <b>Demand:</b> # of new capital projects authorized # of operating programs authorized <b>Efficiency:</b> Total department budget per dollar of financial monitoring expense
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	Cherrie Barthelemy, Budget Officer
FY 2005 Budget (Gross Funds)	\$1,071,030 + (\$98,512 –AFO program) <sup>2</sup>
FTE's	1 + (1 – AFO program)

<sup>2</sup> The Agency Financial Operations (AFO) program was developed during the FY 2005 budget process to identify the costs associated with providing comprehensive and efficient financial management services to and on behalf of District agencies. The AFO program includes the funding and FTE count for all Office of the Chief Financial Officer FTEs assigned to Performance-Based Budgeting (PBB) District agencies. While the costs of this program are separately budgeted, the Agency Strategic Business Plans have not yet been updated to include Activity Purpose Statements for the three activities in the AFO program: (1) Budget Operations, (2) Accounting Operations, and (3) Associate Chief Financial Officer. The plans will be updated accordingly in the future; in the interim, these costs are being highlighted in the Financial Services activity of the Agency Management program.

<b>PROGRAM</b>	<b>Agency Management Program</b>
<b>Activity</b>	<b>Performance Management</b>
Activity Purpose Statement	The purpose of the Performance Management activity is to provide performance reporting and evaluation services to the Mayor, Council, Congress and the general public so they can assess the extent to which District agencies achieve their strategic goals and performance targets
Services that Comprise the Activity	Agency Strategic Business Plans (Biennial) Performance Contracts (Annual) Monthly Performance Reports Performance Accountability Plans (Incorporated Into Budget) Performance Accountability Reports to Council Scorecards Neighborhood Cluster Database
Activity Performance Measures (Target & Measure)	<p><b>Results:</b> <i>(Key Result Measures Italicized)</i>  % of Key Result Measures Achieved (FY04 target: 70%; FY05 target: 70%)  % of Neighborhood Cluster Database commitments achieved  % of FY 2003 Performance Evaluations of PMP-eligible employees conducted  % of FY 2004 Individual Performance Plans developed for PMP-eligible employees completed</p> <p><b>Outputs:</b>  12 monthly performance reports  4 quarterly Scorecard updates  # of performance evaluations of PMP-eligible employees conducted  # of Individual Performance Plans developed for PMP-eligible employees</p> <p><b>Demand:</b>  12 monthly performance reports  4 quarterly Scorecard updates  # of PMP-eligible employees due for FY 2003 evaluations  # of PMP-eligible employees on staff in FY 2004</p> <p><b>Efficiency:</b>  \$ per monthly report  \$ per performance evaluation  \$ per individual performance plan  \$ per scorecard</p>
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Managers	
FY 2005 Budget (Gross Funds)	0
FTE's	0

<b>PROGRAM</b>	<b>Agency Management Program</b>
<b>Activity</b>	<b>Risk Management</b>
Activity Purpose Statement	The purpose of the risk management activity is to provide risk mitigation strategies and services to <u>(agency)</u> and its employees so they can avoid exposure to risks and reduce the likelihood of injury and related costs.
Services that Comprise the Activity	Risk Assessments Risk Mitigation Plans Risk Reduction Policies Incident Analyses Risk Mitigation Plan Audits Other
Activity Performance Measures (Target & Measure)	<p><b>Results:</b> <i>(Key Result Measures Italicized)</i>  <i>Cost of Risk (FY04 target: TBD; FY05 target: TBD)</i>  10% reduction of employees injured receiving medical attention as compared with FY 2003 baseline data  10% reduction in the number of vehicle-related accident claims as compared with FY 2003 baseline data</p> <p><b>Outputs:</b>  # of logged medical attention injury reports  # of medical attention injury reports investigated  # of risk assessments completed</p> <p><b>Demand:</b>  # of risk assessments</p> <p><b>Efficiency:</b>  \$ per incident investigated</p>
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	Causton Toney, Dir. Of Legislation & Policy
FY 2005 Budget (Gross Funds)	\$90,117
FTE's	0.75

<b>PROGRAM</b>	<b>Agency Management Program</b>
<b>Activity</b>	<b>Training and Employee Development</b>
Activity Purpose Statement	The purpose of the training and employee development activity is to provide training and career development services to department staff so they can maintain/increase their qualifications and skills.
Services that Comprise the Activity	Training Classes, Seminars and Workshops Occupational Certification Sessions Computer-based Training Sessions Tracking System Internal Educational Consulting Sessions Employee Handbooks Training Assessments Program Management (Special Programs) Other
Activity Performance Measures (Target & Measure)	70% of training session participants report they learned new skills they can use on the job 70% of all training requests fulfilled within six (6) months 10% increase of employees who receive occupational-related certification as compared with FY 2002 baseline data 55% of ( <i>agency</i> ) personnel receive training and cross-training to increase internal capacity 75% of new hires trained in customer service within the first 90 days of employment <b>Outputs:</b> # of participant training days # of employees trained <b>Demand:</b> # of training applications expected <b>Efficiency:</b> \$ per training day for "no-shows" Total training cost per training participant day
Responsible Program Manager	Eric Price, Deputy Mayor
Responsible Activity Manager	Shawn Laster, Office Manager
FY2005 Budget (Gross Funds)	\$89,999
FTE's	0.75